# Positioning Analysis Breakfast Menu in Fast Food Franchise based on Customer Perception in Bandung City 2014 (Case Study: Kentucky Fried Chicken, Mcdonald's, Pizza Hut and Dunkin' Donuts)

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**Abstract:** *This study aims to find out the positioning of a perceptual map breakfast menu fast food restaurant in Bandung. The objects of this study is a quick service restaurant offering breakfast menu, namely: Kentucky Fried Chicken, McDonald's, Pizza Hut and Dunkin'Donuts. Attributes used in this study is the suitability of price, service, menu variety, quality taste, atmosphere and cleanliness provided by fast-foodrestaurants. The method used is descriptive analysis using the techniques of multidimensional scaling (MDS), this analysis gives a picture positioning of fast-food breakfast menus are displayed in a specified folder perceptual dimensions corresponding product attributes. Multidimensional scaling used is preferred where this approach shows how well the positioning of an outlet to the position of a point on the perceptual attributes of the folder, then the better fast food restaurant breakfast menu is based on attributes. The sample in this study amounted to 400 people, using nonprobability sampling technique sampling with purposive sampling method. Pizza Hut perceived ideal position among other fast-food restaurant that provides breakfast menu. This is evidenced by ranking position based on preference, Pizza Hut is superior based on service attributes, menu variety, quality taste, atmosphere and cleanliness of the restaurant area of the restaurant. While the price attribute, Kentucky Fried Chicken is a fast food restaurant with the best price.*

**Keywords:** *breakfast menu, fast-food restaurants in the city, breakfast menu positioning, multidimensional scaling*

## 1. Introduction

The growth of restaurant in Bandung city for four consecutive years start on 2010, 2011, 2012, and 2013 increased. This also experienced by the franchise restaurant in Bandung city that increase the amount of restaurant every year. Commonly franchise restaurants which registered with the Bandung city culture and tourism service, they are classified into the fast food restaurant that have high level of competition. Almost every mall in Bandung city there are fast food restaurants. Several fast food restaurants have made innovation products by selling breakfast menus that have been done by fast-food restaurants Kentucky Fried Chicken, McDonald's, Pizza Hut, and Dunkin' Donuts.

All those four restaurants innovated by selling breakfast products because the activity in the morning often caused breakfast to be missed. In fact breakfast is important for the body's resistance during activity and very recommended for the health. If the activity of making breakfast is missed, there are several ways that breakfast can be done easily and quickly which has been prepared by the four ready restaurants, namely: KFC, McDonald's, Pizza Hut and Dunkin 'Donuts.

To support this thing, four fast-food restaurants open earlier than others fast-food restaurants. It does not cover the possibility of other fast-food restaurants that will follow the innovation of making this breakfast menu. According to Kotler and Keller (2009: 14), a company will succeed if it provides value and satisfaction to the heads of market buyers or consumers.Evaluation of the brand positioning was felt indispensible to determine the pace and strategy of the company in the face of future business

The breakfast menu presented by the four restaurants has the same diversity of menus, the same restaurant atmosphere, the same strategic location, the same breakfast menu period. Therefore to respond to increasingly fierce competition, the positioning aspect is something that needs to be given more serious attention. With the differences in consumer perceptions, the corporate strategy that must be applied can be absorbed by consumers. Because success depends on how the breakfast menu in fast-food restaurants is positioned on the target market and how consumers perceive breakfast menus in fast-food restaurants offered.

## 2. Literature Review

**Marketing Management**
According to Kotler and Keller (2009: 5), marketing is a function and human also social needs. According to Kotler and Armstrong (2009: 6) Marketing is a process that produces values for customers and builds relationships with customers.

**Positioning**
According to Kotler and Keller (2009: 292) Positioning is the act of designing the company's offer and image in order to get a special place in the mind of the target market. The aim is to put the brand in the minds of consumers to maximize the potential benefits for the company. The result of positioning is the successful creation of a proportion of value focused on the customer, one strong reason why the

target market must buy the product. The errors in positioning can be divided into four, Kotler and Armstrong (2008: 110), namely:

### a) Underpositioning
The positioning is not maximum so consumers don't see anything special and see the brand only as a new player entering a saturated market.

### b) Overpositioning
Positioning by the company is too excessive so consumers have a picture   that is too narrow for the image of a brand.

### c) Confused positioning
Consumers have a confusing image of a brand because companies make too many statements or change the positioning of a brand too often.

### d) Doubtful Positioning
Consumers feel difficult to believe in a brand's statement because the aspects of product features are dubious, including the price and the company.

### Consumer Behavior
According to Schifeman and Kanuk (2008: 5) Consumer behavior as a separate marketing discipline begins when the buyer realizes that consumers do not always act or react as stated by marketing theory.

### Perception
According to Kotler and Keller (2009: 179) Perception is the process by which we choose, organize, and translate information input to create a meaningful picture of the world. The main point is that perception depends not only on physical stimulation, but also on the stimulation relationship to the surrounding area and the conditions in each of us.

### Franchising
According to Zimmerer and Scarborough (2008: 258) a franchise is a distribution system in which semi-independent (franchise) business owners pay contributions and royalties to the main franchise company to obtain the right to use the main company's trademark, sell goods or services, and often use format and business system.

### Restaurants
According to Mertayasa (2012: 2) a restaurant is a room or place where guests can buy and enjoy food and drinks or is a section for preparing food and drinks for guests who need it.

### Breakfast menu
The menu is a list of foods provided to guests to make it easier for guests to communicate and choose foods ordered. The menu functions as a medium of communication between the guest party and the restaurant and the menu can function as a promotional medium by listing the facilities that the restaurant has and favorite foods. According to Mertayasa (2010: 116) breakfast or breakfast dishes are usually served between 6:00 and 10:00 am with a variety of food atmosphere, from the simplest to complete.

### Problem Formulation
1) How the positioning of the breakfast menu at fast food franchise restaurants (Kentucky Fried Chicken, McDonald's, Pizza Hut and Dunkin 'Donuts) based on consumer perceptions in Bandung in 2014?
2) How the recommendations from the positioning of four fast foodfranchise restaurants (Kentucky Fried Chicken, McDonald's, Pizza Hut and Dunkin 'Donuts)?

## 3. Research Methodology

### Research Framework
Attributes in this study are obtained based on the results of previous research references and theories obtained in the book. The reason for choosing attributes that are in the Goyal& Sing journal, 2007 is because of the same object of discussion (fast food restaurants) and the same characteristics between Indonesia and India because they are both developing countries. The attributes used in the journal according to the researcher as a whole describe what consumers want from a fast-food restaurant, then these attributes will become an illustration in giving an assessment of the positioning of a fast-food breakfast restaurant menu based on consumer or respondent perceptions.

Every people perception of  an object will be different. Therefore perception has a subjective nature. The perception will be processed using MDS to map the perceptions and preferences of the respondents visually in a geometry map. The results of filling out questionnaires based on consumer perceptions will be processed using SPSS 2.0 as a result of the processing in the form of a spatial map and then will be translated in descriptive form. This positioning analysis obtained from the results of questionnaire processing based on consumer perceptions and will be compared with the perception of the company through interviews then the results of positioning analysis will provide recommendations on those four fast-food restaurants.
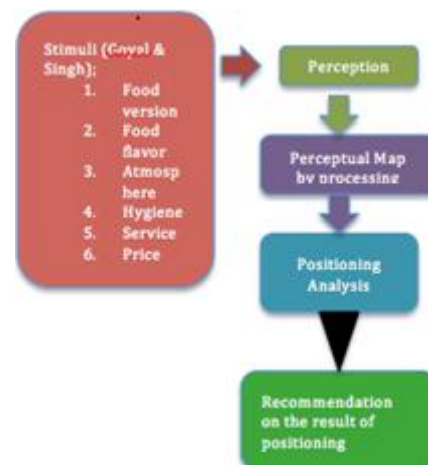


### Data collection
In this study the primary data was obtained from the results of distributing questionnaires to respondents. Respondents who were used as research objects had to meet the criteria that respondents had purchased breakfast menus at KFC, McDobald's, Pizza Hut and Dunkn'Donuts fast food restaurants.

### Research Population
Consumer of KFC, McDonald's, Pizza Hut and Dunkin'Donuts fast food restaurants in Bandung.

## Research Samples

The number of samples in this study amounted to 400 respondents obtained using Bermouli calculation with a confidence level of 95%.

$$n = \frac{(Z_{\frac{\alpha}{2}})^2 \cdot p \cdot q}{e^2}$$

Information :
$\alpha$= Level of Accuracy
Z = Normal standardization value
p = Probability rejected
q = Acceptability probability (1-p)
e = Error rate

## Sampling Technique

The sampling technique used is non probability with Purposive sampling, namely the technique of determining samples with certain considerations.

## Processing and analysis of data

### 1) Descriptive Analysis

This research is included in descriptive research, according to Sekaran (2007: 93). Descriptive studies were conducted to find out and be able to explain the characteristics of the variables under study in a situation.

### 2) Attribute-based MDS

Multidimensional Scaling (MDS) is a procedure used to map respondents' perspectives and preferences visually in a geometry map. Geometry maps called spatial map or perceptual map, are elaboration of various related dimensions. According to Simamora (2005: 238). MDS can be broadly divided into two, namely non-attribute MDs and attribute-based MDS. In this study using MDS attributes that focus on preference rankings are the rank order of the brand or other stimulus from the most preferred or the most preferred to the least preferred preferred. Data is obtained from respondents or customers.

### 3) RSQ and Stress Level

There are several criteria that can be used to measure how well a perceptual map is produced. These criteria are:

### a) R-square (RSQ)

according to Simamora (2005: 268), R-square (RSQ) in MDS identifies the proportion of input data variance that can be explained by the MDS model. The higher the RSQ, the better the MDS model. Models can be accepted if RSQ ≥ 0.6. According to RSQ calculations that have been done in this study for preference data shows RSQ of 1,000.

### b) Stress Level

Stress values indicate the proportion of variance differences that cannot be explained by the Multidimensional Scaling model. To find out how much Stress value still indicates a good model, that is by using the Kruskal standard in the Goodness of Fit Table.

**Table 1:** Goodness of Fit

| Stress (%) | Goodness of Fit |
|---|---|
| 20 | Poor |
| 10 | Fair |
| 5 | Good |
| 2.5 | Excellent |
| 0 | Perfect |

From the results of calculations that have been done, for preference data shows a stress level of 0.023 or 2.3% which is between perfect indicators - very good.

## 4. Result and Discussion

### Characteristics of Respondents Data

Based on the data obtained, the characteristics of the respondents taken as the sample of the study were mostly female with ages between 24 years and 35 years, with professions as students and employees. With income levels between Rp. 1,000,000.00 to Rp. 2,999,000.00.frequency of visits to fast food restaurants in one month 2-5 times, with a frequency of spending between Rp. 35,000.00 to Rp. 50,000.00 and the menu that is usually purchased is a menu meal at fast-food restaurants.

### Positioning Map

To get the positioning map on breakfast menu in fast food restaurants, the data obtained from respondents will be processed first using the multidimensional scaling method in the SPSS version 20.With this positioning method the fast-food breakfast menu based on consumer perceptions can be described on a perceptual map. The perceptual map will illustrate how consumers predict the four fast-food restaurants studied based on the level of consumer perceptions of the four fast-food restaurants based on selected attributes.

Steps for getting the positioning of breakfast menu on the fast food restaurant by the SPSS version 2.0.

If the geometry map is not clearly seen the difference in location visually, then to overcome this problem can be done by calculating the euclidean distance of each fast food restaurant that provides a breakfast menu and can be calculated using the formula:

$$D = \sqrt{(x_i - x_{i-1})^2 + (y_i - y_{i-1})^2}$$

Information:
D = Geometric Distance (Euclidean)
x = Coordinate x to-i
y = Coordinate y to-i

The smaller the euclidean distance distance, the closer the distance of each object, and the higher the level of competition. Calculating the distance of the euclidean distance, it is necessary to know the coordinates of each object first.

**The Result of Positioning map of the customer perception to the breakfast menu franchise restaurant based on overall attribute.**
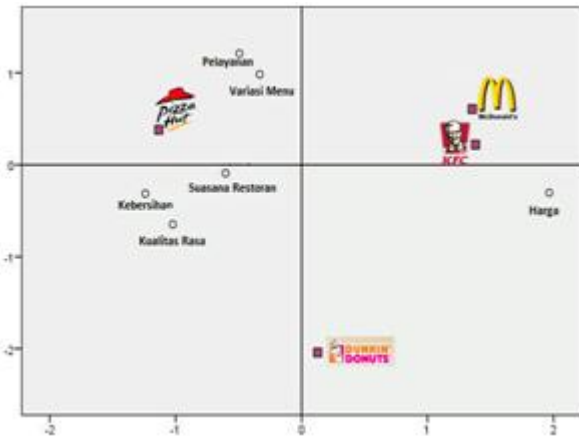
**Figure 1:** Positioning Map of Breakfast Menu Franchise Restaurant Based on Overall Attribute.

Based on Figure 1 above it can be seen that as a large attribute more are located adjacent to fast food restaurants Pizza Hut such as service attributes, variety of menus, restaurant atmosphere, cleanliness, quality of taste. For price attributes, the attribute is closer to Kentucky Fried Chicken Chicken, Mcdonald's and Dunkin'Donuts. For an explanation of the ranking of research objects on each attribute that has been calculated using the euclidien distance:

**Table 2:** Resume Ratings of Breakfast Menu Fast Food Restaurants for Attribute.

| Restaurans | P | S | MV | FQ | RA | RC | Total |
|---|---|---|---|---|---|---|---|
| KFC | 1 | 3 | 2 | 3 | 2 | 3 | 15 |
| Mcdonald's | 2 | 2 | 3 | 4 | 3 | 4 | 17 |
| Pizza Hut | 4 | 1 | 1 | 1 | 1 | 1 | 9 |
| Dunkin'Donuts | 3 | 4 | 4 | 2 | 4 | 2 | 19 |

Information :
P      = Price
S      = Service
MV     = Menu Variation
FQ     = Flavor Quality
RA     = Restaurant Atmosphere
RC     = Restaurant Cleanliness

Can be seen from the overall total ranking. From this, the first place based on the overall attributes is the fast-food restaurant Pizza Hut, the second place is KFC, the third place is McDonald's and for the last place is occupied by Dunkin'Donuts.

**Managerial Analysis**
Based on the results of the questionnaire that has been answered by respondents and the results of observations of the suitability of consumer perceptions with the reality that exists in each attribute of a fast-food restaurant that offers a breakfast menu. Fast food restaurant Kentucky Fried Chicken occupies the first position in price attribute, third position on service attribute, second position on menu variation attribute, third place on taste quality, second place on cozy restaurant atmosphere and third place on restaurant cleanliness area. Fast-food restaurant McDonald's got second place in price suitability, second place in service, third place in menu variation, fourth place in taste quality, fourth place in restaurant atmosphere and fourth place in restaurant area cleanliness. Fast-food restaurant Pizza Hut gets the fourth position on the attribute of price suitability,

earns first place on service attributes, menu variations, taste quality, comfortable restaurant atmosphere and cleanliness of the restaurant area. Fast food restaurant Dunkin'Donuts won third place in price suit, fourth place in service, fourth place in menu variation, second place in taste quality, third place in a comfortable restaurant atmosphere and second place in the cleanliness of the restaurant area.

**Analysis Positioning**
Based on the processing result of every franchise restaurant's website, the following is the vision and mission of the franchise restaurants which can be seen in Table 3.

**Table 3:** Company Vision and Mission

| Restaurants | Vision | Mission |
|---|---|---|
| KFC | Always being the number 1 fast food restaurant brand in Indonesia and maintaining market leadership by being the most modern and favorite restaurant in terms of products, prices, services and facilities | Strengthening the KFC brand image with innovative strategies and ideas, continuing to improve the inimitable dining atmosphere and consistently providing quality products, services, and restaurant facilities that follow the changing needs and tastes of customers. |
| McDonald's | Become more than just a restaurant by promising quality, service, cleanliness and value (Quality, Service, Cleanliness, Value) | become a favorite place to eat and drink, with a global strategy that we usually call *Plan to Win*, which focuses on an extraordinary consumer experience. We are committed to continuing to improve our operational and consumer experience |
| Pizza Hut | *To be Indonesia's leading mid casual dining restaurant, offering great experience and the best pizza meal at affordable value* | offers a comfortable atmosphere and serves the best pizza at an affordable price |
| Dunkin' Donuts | *Maintaining our brand endurance and customer satisfaction by experience with heart and soul* | *We are proud service better* |

Source: Results of processing from the official restaurant fast food website, 2014

Based on the results of an interview with Mr. Irsan as the Kentucky fried chicken party in April 2014, KFC realizes that it still needs to take care of efforts to achieve good service and cleanliness in order to achieve an excellent service. While the results of interviews with Mr. Dede as McDonald 's in April 2014, McDonald' s very focused on quality, service, cleanliness and value that must go hand in hand. Furthermore, the results of interviews with Pizza Hut partyAamAmirudin in April 2014, stated that Pizza Hut was very focused on the services provided to consumers and the quality of taste. While for the price attribute, Pizza Hut targets the middle class with an employee's job status.

Positioning analysis of breakfast menu on fast food restaurant that produces data from the results of multidimensional scaling based on questionnaires that have

been answered by respondents from each of each attribute, compared to observations, compared to the vision, mission of the company in Table 3 and interview results to party representatives restaurant. Then the following results are obtained:

**Table 4:** Relationship of Conformity of MDS Assessment Results based on Respondents

|  | MDS KFC | MDS McDonald's | MDS Pizza Hut | MDS Dunkin'Donuts |
|---|---|---|---|---|
| Observation Result | Appropriate | Not appropriate | Appropriate | Appropriate |
| Vision and Mission | Appropriate | Not appropriate | Appropriate | Appropriate |
| Interview | Appropriate | Not appropriate | Appropriate | - |

Based on Table 4 Kentucky Fried Chicken, Pizza Hut and Dunkin'Donuts are in accordance with the result of Multidimensional Scaling and the result from the observation, vision, mission also result of interview. While McDonald's is not appropriate between the result of multidimensional scaling with the observation of vision, mission and interview.

The response from consumers is not necessarily in accordance with what is interpreted by the company. Likewise vice versa when a company offers goods or services certainly not in accordance with what is desired by consumers so that this can result in a gap (incompatibility) between the management (company) with consumer.

**Table 5:** Errors in Positioning

| Restaurants | Errors in Positioning | | | | |
|---|---|---|---|---|---|
|  | A | UP | OP | CP | DP |
| KFC | √ |  |  |  |  |
| McDonalds | ← |  | √ |  |  |
| Pizza Hut | √ |  |  |  |  |
| Dunkin'Donuts | √ |  |  |  |  |

A= Appropriate
UP= Under Positioning
OP= Over Positioning
CP= Confused Positioning
DP= Doubtful Positioning
Indicator in positioning error:
- Restaurant positioning will be appropriate if there is a common perception between consumer perceptions and reality, the company's vision and mission and the perception of the company.
- Under Positioning will occur if the company's vision and mission with the perception of the company does not position the company.
- Over Positioning will occur if there is an inequality between consumer perceptions, the reality that exists with the vision, mission and perceptions of the company that is too excessive in positioning the restaurant.
- Confused Positioning: will occur if the company's perceptions and the company's vision and mission often make changes that result in an image that is confusing to consumers.

- Doubtful Positioning will occur if the company's vision and perception of the company is not in accordance with the reality.

Fast-food restaurants McDonald's occupies Over Positioning because based on the results of the questionnaire answered by respondents and the results of the company's vision and mission do not experience conformity, the results of the questionnaire answered by respondents that McDonald's is not good enough in terms of taste quality and restaurant cleanliness. Errors in positioning fast food restaurants that fall into the category of over positioning.

McDonalds with a vision and mission to be more than just a restaurant by promising quality, service, cleanliness and consumer value. The results of the questionnaire respondents showed, McDonalds was ranked third in this study. This is based on the attributes of the quality of taste and cleanliness of the restaurant. McDonalds gets the lowest rating on taste quality. Based on the observations of researchers, the quality of the taste served does not meet the criteria that are in accordance with what consumers want. In terms of cleanliness, McDonald's ranks the last in the study. Based on observations in several stores, servants who are in charge of cleaning the eating area sometimes do not pay attention to certain areas such as under the table and the sink which is sometimes blocked. So that McDonald's occupies an over positioning position where there is a mismatch of vision and mission with consumer perceptions and observations. This is because McDonald's is not paying attention to the development of competitors and is too focused on what McDonald's wants.

The results show breakfast menus at fast-food restaurants Dunkin 'Donuts are in the last position of the study. However, on certain attributes such as quality of taste and cleanliness, the results of respondents stated that in the quality of taste, Dunkin 'Donuts was second only to Pizza Hut, according to researchers based on observations that variations in the menu offered by Dunkin' Donuts only had two the type of breakfast menu according to researchers Dunkin 'Donuts focuses on the quality of the taste of the two types of breakfast menu. In terms of cleanliness. Dunkin Donuts is an inadequate location to interact with people around their environment. Based on observations from researchers, Dunkin 'Donuts customers use take away facilities rather than eating at restaurant locations so that the cleanliness of Dunkin' Donuts is better maintained and there are fewer variations in the menu provided. so that the cleanliness of Dunkin 'Donuts is better maintained and there are fewer variations in the menu provided. So if it is linked to the vision and mission of Dunkin'Donuts "service better" it has realized the capabilities that Dunkin'Donuts can achieve by looking at limited resources by not wanting the best.

## 5. Positioning Strategy Result

1) Fast-food restaurants Pizza Hut gets the first rank in terms of service attributes, menu variations, taste quality, restaurant atmosphere, and restaurant area cleanliness. With this position, Pizza Hut can continue to maintain and even improve its positioning so that it can continue

to be better so consumers continue to choose to come to Pizza Hut.

2)  Kentucky Fried Chicken fast food restaurant gets the first rank in terms of price suitability attributes and gets the second position in terms of menu variation attributes, and restaurant atmosphere. With a position like this, Kentucky Fried Chicken should still maintain price compatibility, a variety of menus and a comfortable restaurant atmosphere so that consumers still choose Kentucky Fried Chicken if consumers want fast food restaurants have a large variety of menus, appropriate prices and a comfortable restaurant atmosphere.

3)  Fast-food restaurants McDonald's got the second position in terms of attributes of price suitability and good service, but the position should be accompanied by improvements in the weaknesses such as in terms of menu variations, taste quality, atmosphere and cleanliness of restaurants occupyinga middle to lower position. As for suggestions, McDonald's should first improve the cleanliness of restaurants because cleanliness is very important for consumers in choosing fast-food restaurants.

4)  Fast food restaurant Dunkin'Donuts gets the second position in terms of taste quality attributes and restaurant cleanliness but in terms of price attributes, variations in menu, service, and restaurant atmosphere always occupy a middle to lower position, we recommend that Dunkin'Donuts fast food restaurant maintain its superiority and also accompanied by improvements to the weaknesses they have. As for advice, Dunkin'Donuts should improve service and menu variations so that consumers have many choices to choose menus that suit consumers' desires and with good service will make consumers feel happy and satisfied with all the services they obtain.

# 6. Conclusion and Recommendation

## 6.1 Conclusion

The results of this study are maps of consumer perceptions of the breakfast menu at Kentucky Fried Chicken fast food restaurants, McDonald's, Pizza Hut and Dunkin'Donuts. after conducting research and analyzing and discussing the results of the research, the following conclusions can be drawn:

### 1) Pizza Hut
Pizza Hut is superior in most attributes compared to other fast food restaurants that provide breakfast menus. Of the six attributes assessed by respondents there are five attributes where Pizza Hut is in the first position as a fast-food restaurant that provides a breakfast menu. These attributes are service, breakfast menu variations, taste quality, restaurant atmosphere and restaurant area cleanliness so that Pizza Hut ranks first based on the overall attributes. With this position, Pizza Hut can continue to maintain and even improve its positioning to be better than today.

### 2) Kentucky Fried Chicken
Kentucky Fried Chicken occupies the first position in the price suitability attribute which has a better perception than other fast food restaurants that provide breakfast menus.

Whereas for the variation menu attributes and atmosphere of Kentucky Fried Chicken restaurant, it occupies the second place after Pizza Hut, so Kentucky Fried Chicken is ranked second based on the overall attributes. With a position like this, Kentucky Fried Chicken should still maintain price compatibility, a variety of menus and a comfortable restaurant atmosphere so that consumers still choose Kentucky Fried Chicken if consumers want fast food restaurants have a large variety of menus, appropriate prices and a comfortable restaurant atmosphere.

### 3) McDonald
McDonald is in the second position on the price attribute after Kentucky Fried Chicken and second place on service attributes after Pizza Hut. Based on the overall attributes of McDonald's in the third position . With the position, McDonald's should first improve the cleanliness of restaurants because cleanliness is very important for consumers in choosing fast food restaurants.

### 4) Dunkin'Donuts
Dunkin'Donuts is excellent on the attribute of quality flavor and restaurant area cleanliness. In both of these attributes Dunkin'Donuts ranks first with a better perception than other fast-food restaurants that provide breakfast menus. While for the other four Dunkin'Donuts attributes occupying the last position, these attributes are price, service, variety of menus and atmosphere. With this position, Dunkin'Donuts should improve service and menu variations so that consumers have many choices to choose menus that suit consumers' desires and with good service will make consumers feel happy and satisfied with all the services they obtain.

## 6.2 Suggestion

From some conclusions obtained, then further suggestions can be considered that might be considered in response to the phenomena that have been described above, namely as follows:

### Practitioner Advice
1)  Fast food restaurants that provide breakfast menus not only have to focus on the quality of the breakfast menu but also have to pay attention to other aspects such as food health, cleanliness, service and comfortable atmosphere.
2)  Fast-food restaurant Kentucky Fried Chicken. McDonald's, Pizza Hut and Dunkin'Donuts, which provide breakfast menus, must innovate so that consumers do not experience murder and are always loyal to the breakfast menu provided by the four restaurants.

### Academic Advice
1)  Further analysis should further develop the analytical method that will be used. Future studies can add other multivariate methods such as conjoint, cluster, and CA (categorical analysis).
2)  It is expected that in the next study the attributes used can be increased in number and expand the research location.

3) It is expected that further research can conduct research on fast-food restaurants that focus on the classification of similar products.

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